



Determinant Motivation and Path Career: Analysis Competence, Job Satisfaction and Leadership

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Abstract

Purpose: The purpose of this study is to explore the relationship between motivation, career paths, competence, job satisfaction, and leadership within organizations, as outlined in a review of twenty-five peer-reviewed journal articles.

Research Methodology: This study employed a qualitative research approach using a mini-review methodology. A total of twenty-five peer-reviewed journal articles were selected and analyzed to achieve the research objectives. The articles were reviewed and summarized, highlighting key findings related to the variables of interest.

Results: The analysis revealed significant connections among motivation, career paths, competence, job satisfaction, and leadership. Leadership was found to play a crucial role in influencing employee motivation and career development. However, no study reviewed combined all the variables in a single research model, pointing out a gap in the literature.

Conclusions: This study concludes that leadership, competence, and job satisfaction are critical factors in motivating employees and influencing their career paths. Despite this, there is a lack of comprehensive research models that integrate these variables, which opens up opportunities for future studies.

Limitations: This study is limited by its qualitative nature, as it relies solely on secondary data from previous studies. Future research should focus on longitudinal and empirical studies that integrate these variables into a unified framework to better understand their interactions in organizational settings.

Contributions: This study contributes to the field by offering a synthesis of existing literature and providing valuable insights for future research in human resource management. It helps in understanding the interplay between motivation, leadership, competence, and job satisfaction in shaping employees' career trajectories.

Keywords: *Competence, Job Satisfaction, Leadership, Motivation, Path Career.*

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1. Introduction

In running an organization or company, the role of a leader who has been appointed with elements to run the organization cannot be separated (Purbianto & Adji, 2021; Susanto et al., 2023). Currently, there is a statement stating that we want to make leadership, including being a foundation so that business value is created. We share the answer to the question, "What is leadership?" by reporting during our

leadership duties [Afsar and Umrani, 2020](#); [Kabdiyono and Akbar, 2021](#), leadership is a “process of social influence, which enhances the efforts of others, towards the achievement of goals”. In line with the opinion on existing leadership from the results of research in many and varied scholarly articles such as the following statement, “leadership” is limited only to the point of personal influence that results in an enthusiastic follower commitment: “Proponents of this view argue that a person who uses local power and control over rewards, punishments, and information to manipulate or coerce followers is not really ‘leading’ them” ([Archanjo de Souza et al., 2020](#); [Lesmini et al., 2022](#)). Leadership is concerned with justified performance according to [Barbosa et al., 2022](#), and the results of other research on leadership such as from ([Bird, 2019](#); [Saputra et al., 2022](#)). Leadership is implemented seeking influence for others to achieve goals in meeting targets or goals ([Susanto, 2022](#)).

[Achir et al., 2022](#); [Bonnet et al., 2019](#) Job satisfaction can be measured by the latest methods, usually by assessment. In line with the statement that employees or employees are at the forefront of providing motivation to participate in innovative behaviors, motivation must start from within themselves to facilitate their success and the success of their organization rather than being driven by their supervisors and/or organizations ([Burk & Wiese, 2018](#)). The motivation in this article to look at the literature review side is the same as with leadership, in line with the statement that an employee’s contextual motivation towards technology and work can influence his situational motivation in innovation to adapt technology and apply it in work after performing a given task [Dorta-Afonso et al., 2023](#), aligning with the following statement from ([Fernet et al., 2017](#)). Personally stating motivation to work is an important factor in the success of a company.

Employee careers come from work results that result in productivity, performance, and contribution to the organization ([Hakim et al., 2022](#); [Siti Alya Nabilla, 2023](#)). Career stages according to [Fütterer et al., 2023](#); [Laili and Sukesi, 2022](#) career order include induction, establishment, maintenance vs. renewal, and disappointment in the principal’s leadership perspective, noting, for example, that the focus on instructional leadership is appropriate for the middle stage but not induction or stages of disappointment. Along with the opinion of [Gumus et al., 2018](#) stating that the global scope of a career is defined as a lifelong process of starting work-related activities, as well as statements related to the above statement, stating that its development is a continuous set of stages characterized by unique attention, themes, and tasks. [Kim et al., 2021](#) states that a career can be planned from the moment the employee enters the workforce with the matrix path career program. According to [Kong et al., 2018](#), career capital is the energy, values, skills, and networks of expatriates created during their working life, thus acquiring competencies that can be used in, as well as throughout, the company. According to [Lombas and Esteban, 2018](#), professional employees pursuing international careers represent an emerging and potentially critical component of the overall multinational enterprise (MNE) talent pool and global staffing strategy. Careers are created by one of them, employees with specific competencies ([Susanto et al., 2020](#)).

Competencies are used in the field of human resource management individual selection, development, performance management, and strategic ([Aan Fadlianto, 2022](#)). Competency-based recruitment is more effective in a rapidly changing business environment within the company, recognizing the value of interpersonal relationships, effective communication, teamwork, willingness to support change, and the ability to learn quickly ([McNulty & Vance, 2017](#)). Management as the basis of competence is adopted by some governments as a system for determining and explaining specific abilities, knowledge, skills, and behavioral needs for a particular job and ensuring successful delivery of work ([Ozkeser, 2019](#)). Competencies are fulfilled by the company, so job satisfaction can be felt by both the company and employees. Ways to monitor employees working through electronic monitoring may not only affect employee performance but also perceptions of job satisfaction and stress. Job satisfaction reveals a person’s satisfaction with their job or certain aspects of their work. [Popkova and Zmiyak, 2019](#) is needed to improve work performance. This study aims to examine the relationship between motivation and

career path with competence, job satisfaction, and leadership. The author will provide recommendations or perspectives based on the results of the literature review selected from the variables above.

2. Literature Review & Hypothesis Development

2.1 Leadership and Motivation

Leadership has been a critical factor influencing employee motivation. According to [Raudeliūnienė and Meidutė-Kavaliauskienė, 2014](#), leadership is a "process of social influence," which helps enhance others' efforts to achieve organizational goals. Studies have shown that leadership styles, particularly transformational leadership, significantly affect employee motivation ([Ren et al., 2022](#)). This influence is amplified when leaders empower employees by creating a supportive environment that fosters autonomy and competence. Motivation, as highlighted by [Ruben, 2019](#), is essential for driving organizational success, and leaders play a pivotal role in ensuring that their subordinates remain engaged and motivated through their guidance and support.

2.2 The Role of Competence in Career Development

Competence is another fundamental variable in career development. Competence-based recruitment and training systems are increasingly being adopted by organizations as they enable employees to develop the skills and knowledge necessary for career growth [Skorková, 2016](#). Competence is linked not only to individual performance but also to career progression. [Siegel et al., 2022](#) explain that individuals gain career capital—comprising their skills, networks, and expertise which supports long-term success in their career paths. A competency focused approach allows organizations to tailor career development programs to enhance the skills that are most relevant to their strategic goals, creating a workforce that is both skilled and satisfied with their career trajectory ([Restu Harywibowo, 2022](#)).

2.3 Job Satisfaction and Organizational Commitment

Job satisfaction plays a crucial role in fostering employee commitment and performance ([Muhammad, 2023](#)). Research suggests that employees who are satisfied with their jobs tend to exhibit higher levels of organizational commitment, which positively impacts their work behavior and productivity. [Nugraha and Purnomo, 2022](#); [Siegel et al., 2022](#) found that job satisfaction is influenced by various factors, including leadership, job design, and workplace culture. Furthermore, Herzberg's Motivation-Hygiene Theory posits that factors such as achievement, recognition, and responsibility contribute to higher levels of satisfaction, while external factors like salary and working conditions serve to prevent dissatisfaction. This dual effect of job satisfaction underscores its importance in employee retention and performance ([Febriani et al., 2022](#); [Simosi et al., 2015](#)).

2.4 Career Paths and Employee Retention

The concept of career paths is essential for understanding employee motivation and retention. According to [Steinlechner et al., 2021](#), career stages such as induction, establishment, and maintenance vs. renewal define how employees progress within organizations. Career paths provide a framework that aligns personal aspirations with organizational goals. However, in times of economic uncertainty or organizational change, traditional career paths may cease to exist or become less relevant [Simosi et al., 2015](#). Employees who do not see clear progression opportunities may become disengaged, leading to higher turnover rates. [Sudarov, 2020](#) argue that the globalization of careers has introduced new challenges and opportunities for employees, especially expatriates, who must navigate both corporate structures and individual ambitions across diverse cultural settings ([Arimbawa & Suryawan, 2022](#)).

2.5 Integrating Motivation, Leadership, and Career Development

The integration of motivation, leadership, and career development creates a powerful framework for understanding employee (Susanto2021; Kabdiyono & Akbar, 2021). Leadership plays a key role in motivating employees by aligning their personal goals with organizational objectives (Zheng et al., 2019). Simultaneously, career development provides the roadmap for achieving these goals through the acquisition of new skills and competencies. Job satisfaction, as an outcome of effective leadership and career development, leads to higher organizational commitment and performance (Swanson et al., 2020). The interactions among these variables suggest that a holistic approach to employee management, which includes attention to leadership styles, career development opportunities, and job satisfaction, can significantly improve organizational outcomes. Future research should focus on how these variables interact to create a sustainable and high-performing workforce (Sutherland, 2017).

3. Methodology

Qualitative research in this article uses a mini-review approach in achieving research objectives. A mini-review of human resources variables was conducted by reading and analyzing 25 peer-reviewed journal articles. These articles are summarized in the table below.

Table 1. Dimensions and Indicators of Organizational Performance

No	Article Name	Author	journal	Year
1	Analysis of factors motivating human resources in public sector	Afsar and Umrani, 2020	European Journal of Innovation Management	2020
2	Professor or Manager? A Model of Motivational Orientations Applied to Preferred Career Paths	Archanjo de Souza et al., 2020	Knowledge Management Research and Practice	2020
3	Impact of training on employee motivation in human resources management	Barbosa et al., 2022	Hematology, Transfusion and Cell Therapy	2022
4	What drives the active involvement in business angel groups? The role of angels' decision-making style, investmentspecific human capital and motivations	Bird, 2019	Advances in Entrepreneurship, Firm Emergence and Growth	2019
5	Innovative behavior motivations among frontline employees: The mediating role of knowledge management	Bonnet et al., 2019	Journal of Corporate Finance	2021
6	When Career Paths Cease to Exist:A Qualitative Study of Career Behavior in a Crisis Economy	Burk and Wiese, 2018	Journal of Research in Personality	2018
7	Administrator career paths and decision processes	Dorta-Afonso et al., 2023	International Journal of Hospitality Management	2023
8	My career path to investment banking	Fernet et al., 2017	Work and Stress	2017
9	Dynamic global careers: a new conceptualization of expatriate career paths	Fütterer et al., 2023	Teaching and Teacher Education	2023
10	Career paths and workforce diversity in hematology: A cross-sectional study of a 35-year alumni cohort from an academic residency program in Brazil	Gumus et al., 2018	Educational Management Administration and Leadership	2018

No	Article Name	Author	journal	Year
11	Toward a theory of entrepreneurial competency	Kim et al., 2021	International Journal of Hospitality Management	2021
12	Competency models in public sector	Kong et al., 2018	International Journal of Contemporary Hospitality Management	2018
13	Priorities of training of digital personnel for industry 4.0: social competencies vs technical competencies	Lombas and Esteban, 2018	Journal of Happiness Studies	2018
14	The effect of leader competencies on knowledge sharing and job performance: Social capital theory	McNulty and Vance, 2017	Personnel Review	2017
15	A Maturity Model To Assess Digital Employee Competencies In Industrial Enterprises	Ozkeser, 2019	Procedia Computer Science	2019
16	Job satisfaction research in the field of hospitality and tourism	Popkova and Zmiyak, 2019	On the Horizon	2019
17	It's worth it! High performance work systems for employee job satisfaction: The mediational role of burnout	Raudeliūnienė and Meidutė-Kavaliauskienė, 2014	Procedia - Social and Behavioral Sciences	2014
18	The impact of electronic monitoring on employees' job satisfaction, stress, performance, and counterproductive work behavior: A meta-analysis	Ren et al., 2022	Heliyon	2022
19	I can't get no (job) satisfaction? Differences in teachers' job satisfaction from a career pathways perspective	Ruben, 2019	Education, and Research	2019
20	The relationship between delay of gratification and work engagement: The mediating role of job satisfaction	Siegel et al., 2022	Computers in Human Behavior Reports	2022
21	The Full - Range Leadership Theory : The Way Forward	Simosi et al., 2015	Journal of Vocational Behavior	2015
22	A systematic review of studies on leadership models in educational research from 1980 to 2014	Skorková, 2016	Procedia - Social and Behavioral Sciences	2016
23	An Overview of the Leadership Competency Framework	Steinlechner et al., 2021	Procedia CIRP	2021
24	The influence of leaders' characteristics on the relationship between leadership and knowledge management	Sudarov, 2020	Developmental Biology	2020
25	Learning and growing: trust, leadership, and response to crisis	Susanto et al., 2020	Jurnal Manajemen Transportasi	2020

Table 2. Dimensions and Indicators of Organizational Performance

No	Article Name	Objectives	Findings	Recommendations
1	Analysis of factors motivating human resources in public sector	to conduct a factor analysis of the motivation of human resources to improve the effectiveness of existing administrative functions and procedures	The most ineffective means of motivation in the private sector are one-time payments determined by the government, state awards, bonuses, nominal prizes	For the future this motivation variable can be juxtaposed with other variables such as variables in this qualitative research
2	Professor or Manager? A Model of Motivational Orientations Applied to Preferred Career Paths	We (a) investigate the possible coexistence of global and specific motivational factors based on new instruments and (b) use them to predict the goals of becoming a professor or manager	The motivational factors that predict the purpose of professorships are a strong need for competence, autonomy, and creativity, as well as low interest in income	Motivation with variables of competence, creativity, and income interest
3	Impact of training on employee motivation in human resources management human resources management	to recognize the impact level of training, depending on its relationship with motivation. Therefore, the study is divided into three main phases. In the first step, The study was conducted on largescale enterprises in the field of services for the domestic market. The goal is to recognize the impact of the specified literature gap and the literature search summarized. Second, the case study comes with level of training, depending on its relationship with motivation. Therefore, the study is divided into three main phases	Training can be thought of as a key player to increase motivation	motivational training
4	What drives the active involvement in business angel groups?	highlights the internal operations and structure of business angel groups	shows that business angels with a controloriented decision-	Motivation with decision making,

No	Article Name	Objectives	Findings	Recommendations
5	The role of angels' decision-making style, investment-specific human capital and motivations Innovative behavior motivations among frontline employees: The mediating role of knowledge management	(BAGs), leading actors in the informal venture capital industry, for their ability to build shared cognitive resources and competencies ultimately reserved for equity capital co-funded ventures testing whether motivational factors can improve knowledge management capabilities and further stimulate innovative behavior, which is critical to the successful implementation of service improvement among frontline employees	making style tend to be more actively involved in the activities of key angel groups contribute to the motivational literature in human resource management by adapting and considering marketing approaches based on three motivational aspects: global, contextual, and situational	human capital, and investment Motivation with a marketing approach
6	When Career Paths Cease to Exist:A Qualitative Study of Career Behavior in a Crisis Economy	Qualitative Career Paths in economic crises	suggests that a prolonged economic crisis can make the idea of career paths and conventional job search approaches irrelevant	In the future , the career path (Path Career) can be juxtaposed with the variables in this study
7	Administrator career paths and decision processes	presents qualitative evidence on the processes and strengths that shape a school administrator's career path	Career decisions begin on their own, largely influenced in part or in whole by other actors in the system, who are described as hiring/tapping, solicitation, reassignment, submission, and dismissal	In the future, this varriabel can be used with current and other variables
8	My career path to investment banking	Careers outside the traditional academic path are becoming increasingly common, as well as increasingly in demand	telling my story and the impact it has on my life	Personal experience relating to the
9	Dynamic global careers: a new conceptualization of expatriate career paths	to conceptualize that expatriate career development is facilitated by frequent movements between domains, with increasing overlap between assigned expatriate (AE) and	individuals pursuing a global career in the international labor market include up to eight types of expatriates who maintain	The contribution of thought and results to the future of career variables

No	Article Name	Objectives	Findings	Recommendations
10	Career paths and workforce diversity in hematology: A cross-sectional study of a 35-year alumni cohort from an academic residency program in Brazil	self-initiated expatriate (SIE) contexts development of the hematological workforce, several studies have discussed its characteristics and impact on society	they choose along the continuum Our results provide potentially useful data for policymakers and curricular development in strategic planning regarding future hematologists	Research on career paths in Brazil
11	Toward a theory of entrepreneurial competency	Entrepreneurial competence is clearly brought by individuals - entrepreneurs who start or change organizations and who add value through the organization of their resources and opportunities	The competence of the entrepreneur has a causal relationship with the initiation of the business and "success" and that the business process will provide feedback to improve the competence of the entrepreneur	In the future, the competency variable can be made one with the variables in this study
12	Competency models in public sector	The competency model is the main tool in the system and practice of human resources	Assessing competency theory, competency models, holistic managerial competency concepts and the need for holistic managerial competency assessment in the public sector	Competency model in the public sector
13	Priorities of training of digital personnel for industry 4.0: social competencies vs technical competencies	to determine the priorities of competency formation during digital personnel training for industry 4.0	Industry 4.0 will develop according to moderate automation and robotization scenarios by maintaining the dominance of human labor in most business processes and economic fields	Social competence and technical competence
14	The effect of leader competencies on knowledge sharing and job performance: Social capital theory	Leadership from a competency perspective allows scholars to understand the different dimensions of leader quality and capacity	Demonstrating leader competence is essential to promote knowledge sharing and improve employee performance	Competence with job performance variables and other variables

No	Article Name	Objectives	Findings	Recommendations
16	A Maturity Model To Asses Digital Employee Competencies In Industrial Enterprises Job satisfaction research in the field of hospitality and tourism	Group linking strategic human resource planning with the competence of operational employees at the individual level to review previous research on job satisfaction, in particular its determinants and outcomes, as well as research objectives, main themes and years of publication of previous studies	visible and measurable competencies and build the basis for the derivation of competency development A total of 143 reference journal papers were collected, 128 papers explored the factors affecting job satisfaction, and 53 papers were aimed at investigating the results	Competency model in the digital world Reference for job satisfaction in the field of hospitality
17	It's worth it! High performance work systems for employee job satisfaction: The mediational role of burnout	to analyze the mechanisms through which the highperformance work system (HPWS) affects employee job satisfaction in hospitality companies	provides the first evidence of burnout as a mediation mechanism in the so-called black box linking HPWS to employee outcomes in the context of tourism and hospitality, and contributing on the ground with important theoretical contributions, as well as managerial recommendations	Job satisfaction with performance variables and others
18	The impact of electronic monitoring on employees' job satisfaction, stress, performance, and counterproductive work behavior: A meta-analysis	investigating the effects of electronic monitoring on employee job satisfaction, stress, performance, and counterproductive work behavior (CWB), we collected data from 70 independent samples and 233 effect measures for this meta analysis	Electronic monitoring slightly decreases job satisfaction, $r = -0.10$, and slightly increases stress, $r = 0.11$, supporting the notion	Job satisfaction with stress, performance, and counterproductive work behavior
19	I can't get no (job) satisfaction? Differences in teachers' job satisfaction from a career pathways perspective	Teacher job satisfaction, a key predictor of teacher retention, often differs between those initially trained as teachers and those from different career paths	recommend alternative certification programs, working conditions, and professional development opportunities for people who did not become teachers	Job satisfaction and career pathways perspective

No	Article Name	Objectives	Findings	Recommendations
20	The relationship between delay of gratification and work engagement: The mediating role of job satisfaction	found that teachers in rural areas often face more difficulties and fewer opportunities in their jobs	found a positive correlation between delays in satisfaction, job satisfaction, and job engagement between health care teachers in rural areas ($P < 0.01$), with job satisfaction playing a partial mediating role and intervening variables in the relationship between satisfaction delay and work engagement ($P < 0.01$)	Job satisfaction as a mediating variable in this study
21	The Full - Range Leadership Theory: The Way Forward	To show Full Range Leadership Theory by using reviews	Emergency over the discovery of this variable	
22	A systematic review of studies on leadership models in educational research from 1980 to 2014	to uncover the extent to which different leadership models in education are studied, including changes in research trends on each model over time, the most reputable scientists working on each model, and the country in which the article was published	there has been an increase in interest in leadership models in educational research over time	Leadership with Education research model
23	An Overview of the Leadership Competency Framework	Whatever perspective one approaches the study of leadership, early discoveries relate to the breadth and diversity of available writings on the subject	Amazon, for example, lists more than 57,000 books with the word "leadership" in their titles . About 1,500 paperback titles were published in 2015 alone, roughly four new books per day	Leadership with competence
24	The influence of leaders' characteristics on the relationship between leadership and knowledge management	To identify the relationship between leadership and knowledge management (KM) reported in academic publications, a systematic review of articles published on the Web of Science platform from 1996 to 2019 was conducted	contribute as a practical guide in the management of human resources, providing benefits to organizations working with KM	Leadership with management knowledge

No	Article Name	Objectives	Findings	Recommendations
25	Learning and growing: trust, leadership, and response to crisis	to explore the nature of the school community's beliefs related to the leadership's response to the crisis	The findings reveal the nature of how leadership influences and is influenced by context and society	

4. Results and Discussion

The results of the study are drawn from the exposure in two tables selected from twenty-five articles and presented in the second table with the results of the recommendations that have been described and given recommendations or perspectives by the author. The discussion in this study did not find the variables in this study together used in one research result or produce a complete research result.

5. Conclusions

This study provides a comprehensive review of 25 peer-reviewed articles focused on the relationship between motivation, career paths, competence, job satisfaction, and leadership. The findings suggest that while each of these variables plays a critical role individually, they also interact in complex ways to influence career development and organizational success. However, no single study has fully integrated all these factors into one cohesive model. This study serves as a valuable reference for future research, offering insights into the various dimensions of employee motivation and leadership.

5.1 Research Limitations

1. **Limited Scope:** The study is based on a literature review of selected articles, which may limit the generalizability of the findings. The reviewed articles do not cover all industries or global regions, which may affect the applicability of the results.
2. **Exclusion of Primary Data:** As a qualitative mini-review, the study lacks primary data collection, which could have provided a more robust analysis of the variables discussed.
3. **Evolving Research Area:** The fields of motivation, leadership, and career development are dynamic, with emerging trends and new theories that are not captured in this review. This limits the study's ability to address the most current issues in these areas.

5.2 Suggestions and Directions for Future Research

1. **Comprehensive Integrated Models:** Future studies should aim to create integrated models that combine motivation, leadership, competence, and job satisfaction. This could help to better understand the interactions between these variables and their collective impact on career development.
2. **Cross-Industry and Cross-Cultural Studies:** Research should expand beyond the limited scope of the articles reviewed, exploring how these variables affect employees in different industries and cultural contexts. This would help develop more globally applicable theories.
3. **Longitudinal Studies:** Long-term studies could examine how career paths evolve over time in relation to changes in leadership, job satisfaction, and competence. This would provide deeper insights into the career development process across different stages.
4. **Incorporating Digital Transformation:** With the rise of digital technologies and Industry 4.0, future research should investigate how these technologies influence job satisfaction, leadership, and motivation in the modern workplace.

5. Exploring the Impact of External Factors: Researchers should consider incorporating external factors such as economic downturns, technological disruptions, and organizational changes to understand how these elements influence career development and motivation.

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Author Contributions

Conceptualized the study, conducted the literature review, and drafted the manuscript. Responsible for the overall coordination and completion of the study (S.S).

Conflicts of Interest

The authors declare that there are no conflicts of interest related to this study. The research was conducted independently, and the authors have no financial or personal relationships that could have influenced the research outcomes.

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